MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1 2018/2019

BOD 3134 ORGANISATION DEVELOPMENT

(All sections/groups)

18 OCTOBER, 2018
2.30PM – 4.30PM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 4 pages with **TWO SECTIONS.**
2. **SECTION A** contains 4 Essay questions and **SECTION B** contains 1 Case Study.
3. **Answer ALL questions in Section A and Section B.**
4. Answer both sections in the Answer Booklet provided.

SECTION A: Answer ALL questions.

QUESTION 1

Organisation Development (OD) is a relatively new discipline in Malaysia. However, it is gaining ground as an important and relevant course especially for students majoring in Human Resource.

(a) How would you define organisational development (OD)? (10 marks)
(b) What is "planned change" as compared with other types of change? (5 marks)

QUESTION 2

(a) Contrast the following system concepts: entropy and dynamic equilibrium.

(6 marks)

(b) Describe any **THREE (3)** components in the organisational environment that will have an impact on the organisation of the future.

(9 marks)

QUESTION 3

Change can generate deep resistance across the organisation structure. This can make it almost impossible to implement organisational improvement programmes. Describe **FOUR (4)** strategies required in dealing with resistance to change.

(15 marks)

QUESTION 4

If you were developing a change programme in a Multinational Corporation, how would you account for the cultural values held by the various organisation members?
You need only account for any **FOUR (4)** dimensions of the cultural values.

(15 marks)

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SECTION B: Read the case and answer all questions. (40 marks)

NO JOB IS SAFE, NEVER WILL BE[1]

Will Rogers once said, "Even if you are on the right track, you will get run over if you just sit there." What Will Rogers is trying to say is the nature of work and what you will be doing in the future will constantly be changing. To anticipate changes in your career rather than react to them, you will need to be running your own personal organisation development programme. The mantra is planned change.

NO CAREER IS SAFE

It seems that no job or career is safe from outsourcing to another country with cheaper labour. This includes software engineering, lawyers and legal professionals, accountants, financial analysts, customer support and medical specialists. Service jobs were once considered safe, but, for example, in 2015, an estimated 2 million income tax returns are being prepared in India by RM4000 per month accountants, then reviewed and signed by a Certified Public Accountant (CPA) in the United Stated. Microsoft employs programmers in countries from India to Ireland. Nike and Reebok manufacture their shoe products in Indonesia, Thailand and Vietnam. Patients around the world, including North America and Europe, are checking into hospitals in Thailand, China and India for everything from heart surgery to hip replacement.

No matter how much politicians talk about the downside of outsourcing jobs, legislation is not likely to be a viable solution. This is because companies have to outsource in order to stay competitive. They have to find ways to minimise their costs. However, the upside is individuals can do some things to help themselves better meet the challenges of a changing workplace. But just like companies trying to remain competitive, being innovative and on the cutting-edge is a never-ending and always vigilant activity.

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CAREER SUGGESTIONS

Avoid jobs that can be broken down into repeatable steps. New research from MIT and Harvard University concludes that jobs that can be "routinised' or broken down into repeatable steps that vary little from day to day, are good candidates to either be replaced by computer software or sent to a lower-paid worker in a cheaper labour market." If you can describe your job precisely or write rules for doing it, it is unlikely to survive. Either we'll programme a computer to do it, or we'll teach a foreigner to do it for lesser pay," says Frank Levy of MIT.

Attractive jobs include teachers, professors, factory floor management and law enforcement. All of these jobs require flexibility, problem-solving, creativity and a lifetime of learning. Actually, a substantial majority of the jobs remaining in the economy are in this category.

The factory workers who are more likely to keep their jobs will probably be those who excel in computer-controlled equipment or can quickly respond to one-of-a-kind customer orders. Other jobs likely to remain include work that cannot be performed off the work site, such as repairing a complicated machine. Until copying machines become obsolete, the person who services the paper jams will be needed.

Work that relies on complex communication skills will probably not be outsourced. Jobs that require frequent interactions with other people, often face-to-face will remain and flourish. This includes managers of people and those who sell expensive equipment, such as cars and automated manufacturing equipment. Occupations that are good bets include manager, management consultant, artist, designer, sales and generally jobs that require good people skills. The information technology industry is hungry for workers with good people skills who can act as liaison between customers and programmers. Gone are the days when a programmer could sit working alone in an office all day.

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[1] Source: Brown, D.R. & Harvey, D. (2011). 7e. Pearson: Prentice Hall

Multicultural teams have a big advantage over homogenous teams. This is particularly the case when the teams will need to deal with customers and suppliers throughout the world. So, learning to be culturally sensitive and many languages may add to your list of transferable skills.

Finally, a piece of advice from Warren Bennis, OD practitioner, author and professor: "No job is really safe. Never will be. But what will keep you alive? Be curious, be willing to learn, have a moral compass and know what gives your life meaning."

QUESTION 1

(a) From the case, name **FIVE (5)** jobs that are likely to survive in the future. What characteristics do these jobs display?

(10 marks)

(b) Think and name **THREE (3)** other careers, which are not listed in the case, that are safe from being outsourced. Defend your choice.

(10 marks)

QUESTION 2

With the aid of a diagram, apply the systems perspective to describe its functioning and change components at your level, in order for you to remain competitive in the job market.

(20 marks)

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